

**Community Portal Project
Environmental Scanning and Community Segmentation**

Final Report

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Community Portal Project Environmental Scanning and Community Segmentation

1. Background and Introduction

Jordan has launched a comprehensive strategy which seeks to push the socio-economic development of the country, by capitalizing on human resources and the promotion of the Information and Communication Technology sector. The transformation into a “knowledge economy” is envisioned to help place Jordan on the Global map, and give it a competitive edge over the region as a highly modernized country, this in turn will encourage international trade and investment.

In order for a knowledge economy to emerge, there is a need for the promotion of a “knowledge” culture among the Jordanian communities. Initiatives providing access to ICT, namely computers and Internet, have been launched on a national level, and access has become available even in rural, remote areas of the kingdom. Special attention has been given to the educational sector, with the aim of connecting all schools, and eventually universities with a broadband network that facilitates online learning and exchange of information.

In order to coordinate all e-initiatives related to increasing citizens' connectivity, the connecting Jordanians initiative was launched to form an umbrella for relevant programmes and projects. Additionally, an e-Government initiative has been launched which targets to connect government agencies with a secure network and to provide government services to citizens and businesses through digital media. Furthermore “REACH” strategy was developed for and in partnership with the private sector. It determines a set of measurable objectives which aim to promote the growth of the sector, attract investment and increase the size of ICT exports.

To push further the e-development towards the desired Knowledge economy in Jordan, a project was launched by AMIR to develop an Online Community Portal. The portal is envisioned to serve above goal and is targeted at Jordanian communities.

The objectives of the project can be summarized as follows:

- To contribute, along with other initiatives, to the development of a “Knowledge Society” in Jordan.
- To become an incentive for communities to use Internet technology and the information it offers (to broaden the size of the IT market in Jordan)
- To help improve the quality of their lives through the relevant content and services.

So, What is a Community Portal?

The “community portal” belongs to the category of public or Mega Internet portals, which can either be a “general public portal” which addresses the entire Internet or what is known as Industrial portals, vertical portals or vortals. The latter are focused on specific narrow audiences or communities. These portals are usually run by organizations, which seek to build an on-line audience. The Online community portal belongs to the latter, since it targets Jordanian citizens

The term: “Community portal” can be defined as “a website that aggregates content and services designed to uniquely appeal to a sub-segment of the Internet user population as a whole.”

The portal provides customized content, services and tools, and in many cases, it is a medium for a bi-directional flow of information: i.e. portal to community and community to portal. Content and document management, administration and identity management, and provision of local infrastructure are the responsibility of the managing organization.

Community portals worldwide are developed and run by municipalities for promotion of cities or citizen services, community organizations for a development objective, or by the private sector for provision of business services for specific audiences, examples found on the web include as consumer goods, computers, banking, etc.

In brief, portals usually have specific goals and objectives, clear target communities, carry content (services and tools) applicable for the targeted segments, and good infrastructure and management.

Why a Community Portal?

The Arab Human Development Report of 2003 painted a very bleak picture of the Arabic countries including Jordan vis-à-vis the main driver for human development in our current age – namely the Knowledge system, knowledge wealth and knowledge capital of a society. A mobilized well-organized and well functioning knowledge system is reported to be the principle hope for incoming underdevelopment.

In order to set the basis and the mindset for our discussion of Jordan's Community Portal it should be mentioned that this Portal should be viewed as a "development tool" to serve the community and mobilize its knowledge production, dissemination, and use.

The following excerpts that have direct relationship to the basis and foundations for our project the "Community Portal": have been compiled from the Human Development Report. They are meant to be the background for our thinking of the Community Portal's objectives, targeted communities, and services.

Knowledge Society – Production and dissemination of Knowledge, creation of a Knowledge Culture

- Knowledge society: is the knowledge and expertise of the society and not its material assets – raw material, financial or physical capital. Specifically the knowledge society is organized around the dissemination and production of knowledge and its efficient utilization in all societal activities: the economy, civil society, politics and private life, in a continuous quest to advance human development.
- In a knowledge society, societal institutions belonging to the knowledge system, either as producers or disseminators, are many and varied. The knowledge society guarantees a social context conducive to the vitality of the knowledge system. Eventually a "knowledge culture" evolves embodying values motivating the acquisition and use of knowledge. This culture is supported by effective societal incentives for disseminating and producing knowledge.
- The conversion of knowledge wealth to knowledge capital, and the efficient use of knowledge capital in producing new forms of knowledge, require two connected societal processes: 1) The dissemination of available knowledge 2) The production of new forms of knowledge in all fields such as natural science, arts, literature, social sciences, humanities, and all other societal activities. The efficiency of both activities rests on vigorous and efficient institutions and social processes.

Aspects of the Knowledge Society

- The societal context has a strong impact on the formation of knowledge system's wealth and capital, whether positively and negatively. This context includes the culture, socio-economics, political, and legal structures of the communities
- Culture embraces such aspects as cultural heritage, religion, and language, Socio-economic structure includes modes of production, income and wealth distribution, and the societal incentive systems associated with that structure.
- Demand for knowledge in the Arab World is low. This is one of the most serious restrictions on the production and diffusion of knowledge in society. This lack of demand curtails prospects for building knowledge societies in a country.
- Organizational context supporting the knowledge production, transfer, and mobilization – Example would be the Community Portal management institution.

Knowledge Exchange – Supply and Demand

- In a knowledge society, knowledge plays a paramount role in changing the occupations and life-styles of its citizens as the knowledge content of their daily lives intensifies steadily.
- Sources of demand for knowledge vary in every community. Families demand knowledge as a way to invest in their human capital of its members and to make social and economic decision within the family.
- The state and civil society, and business sectors, public as well as private, demand knowledge in order to perform their activities and functions.
- Detriments of the demand of knowledge can be the purchasing power (income level) especially as pertaining to PC/Internet access, as well as the characteristics and preferences of its potential users (decision makers in families, state, civil society institutions, etc.) among others.

2. Research Objectives and Scope

The two major objectives of this research were as follows:

1. To Map the Jordanian society into relevant segments and choosing those which would be targeted by the portal.
2. To conduct a needs assessment of community segments in order to determine the content, services and tools required by the selected communities.

The final output of this report should determine the feasibility of the project, and hence define the following issues for the Community Portal: the objectives, target communities, relevant content (services and tools), location of infrastructure and managing organization. The issue of sustainability would on the highest rung of the ladder.

Phase one: Environmental Scanning - Mapping the Jordanian Society

This phase of the research had the following sub-objectives:

- To determine the potential community segments to be targeted.

- To determine the selection criteria of the segments.
- To prioritize selected segments.
- To define the success factors of the Community Portal and the potential needs and services of priority segments.

3. Methodology

1. The first step of this phase was to choose a method of segmentation of the society and to collect all relevant information of each segment.

The society in general comprises individuals and organizations. Organizations were segmented as follows, based on objective and ownership:

- Private businesses: licensed.
- Informal private businesses.
- Government organizations.
- Non-governmental (non-profit) organizations (NGOs).

Segmentation of individuals was based on the relationship of each segment to supply of knowledge and demand for knowledge. This in turn would define different needs for information and services. The different segments overlapped and were not meant to be mutually exclusive, but they were mapped in a way where each member of the society would be represented, at least once.

Following are the considered individual segments:

The unemployed, the employed,

- Housemakers, parents, household heads,
- retired/elderly,
- teenagers, youth
- students below K12 level, students above K12 level,
- young entrepreneurs,
- the disabled,
- professional groups, which include architects, engineers, artists, doctors, and lawyers.

2. The second part of this phase relied on the collection of quantitative data from different sources of statistics, namely:

- DOS 2002, *Annual Statistics Book 2002*, Department of Statistics, the Hashemite Kingdom of Jordan, Amman.
- DOS 2003, *Employment and Unemployment Survey 2003*, Department of Statistics, the Hashemite Kingdom of Jordan, Amman.
- DOS 2001, *Employment Survey 2001*, Department of Statistics, the Hashemite Kingdom of Jordan, Amman.
- DOS 2002, *Population and Family Health Survey 2002*, Department of Statistics, the Hashemite Kingdom of Jordan, Amman.
- DOS 1997, *Household and Income Survey 1997*, Department of Statistics, the Hashemite Kingdom of Jordan, Amman.
- Ministry of Higher Education 2002, Brochure.
- Ministry of Education brochure 2002. Brochure.
- UNIFEM 2002, *Women in ICT space*, United Nations Development Fund for Women, Amman.

The statistical data provided various indicators to help explain the nature of the suggested segments. The numbers collected from the employment and unemployment survey underwent a process of weighting, since only representative percentages were provided. Certain numbers from the different sources were added up to provide the necessary total. The remaining data was readily available.

3. The third part of this phase was determining the selection criteria of the segments. Two broad issues were addressed while choosing the criteria:
 - Choosing the priority segments - defined as those segments which can be most serviced by the portal.
 - Choosing the segments that would most contribute to the success of the portal.

Consequently a certain criteria was suggested, and presented to the focus group along with the proposed segments for their discussion and validation.

4. The final part of this phase was conducting the focus group. The focus group provided needed qualitative data from key stakeholders of Jordan's community. This data was essential, and provided the base for choosing the targeted segments.

Participants in the focus groups were specialists in the field of ICT and development, and/or had considerable knowledge about the community. They represented different organizations, therefore representing different points of view. Following is the list of participants:

1. Mr. Nasser Khalaf, the National Information Technology Centre.
2. Mr. Fadl Sweedan, the National Information Technology Centre.
3. Ms. Niveen Aboushi, Microfinance freelance consultant.
4. Mr. Emile Cubeisy, Ministry of Information and Communication Technology.
5. Ms. Dina Al-Jamal, Netcorps Jordan.
6. Ms. Tania Jordan, UNDP.
7. Ms. Taghreed, Jordan Hashemite Fund.
8. Mr. Yousef Nsair, the National Information Technology Centre (not present).
9. Mr. Abdullah Bin-Zaid, Ministry of Planning (not present).

The focus group was to achieve the following objectives:

1. Definition of potential community segments.
2. Definition of the selection criteria of the segments.
3. Segment selection and prioritization
4. Determining the success factors of the Community Portal

In addition to above, the research would follow with:

- Selecting a sample of each selected segment.
- Distribution of a close-ended one page questionnaire with potential content and services. Opportunity for open-ended answers would be given.
- Analysis of the collected data.

4. Research Results

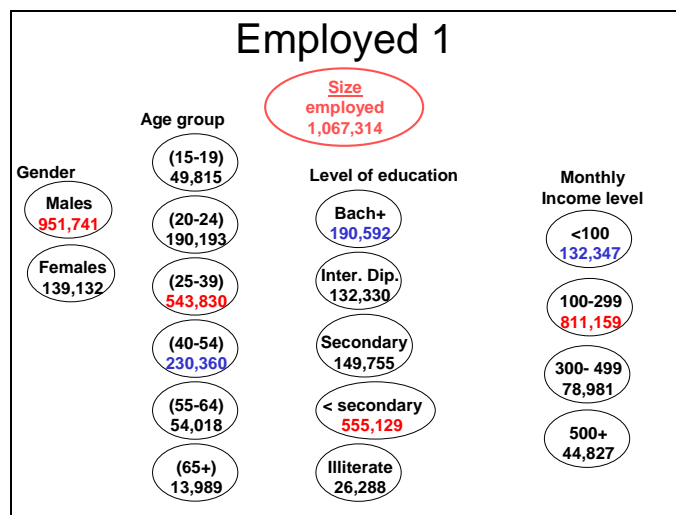
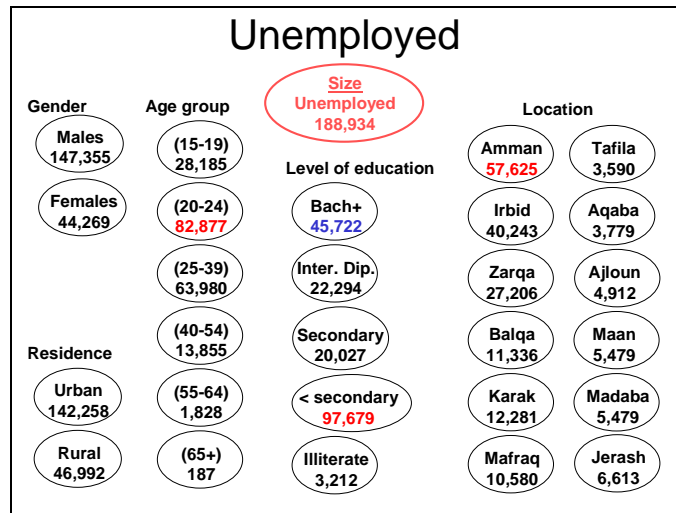
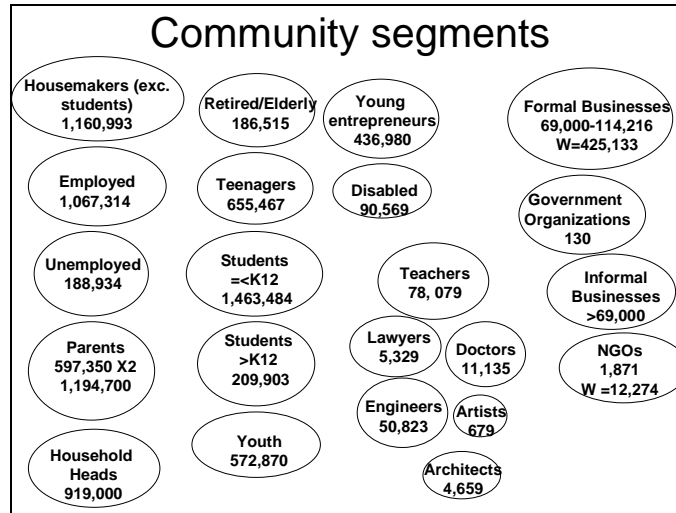
4.1 Segmentation and Statistical Information of Jordan's Communities

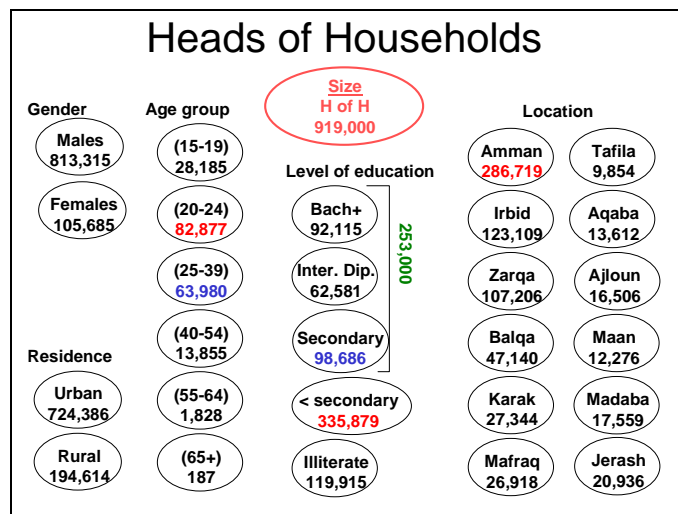
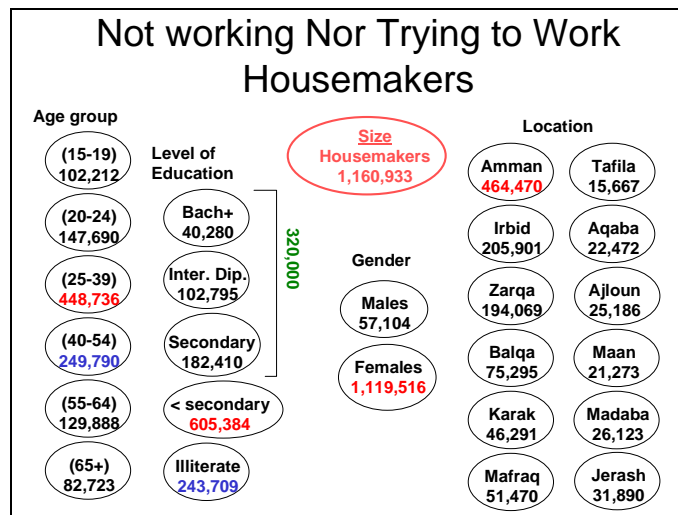
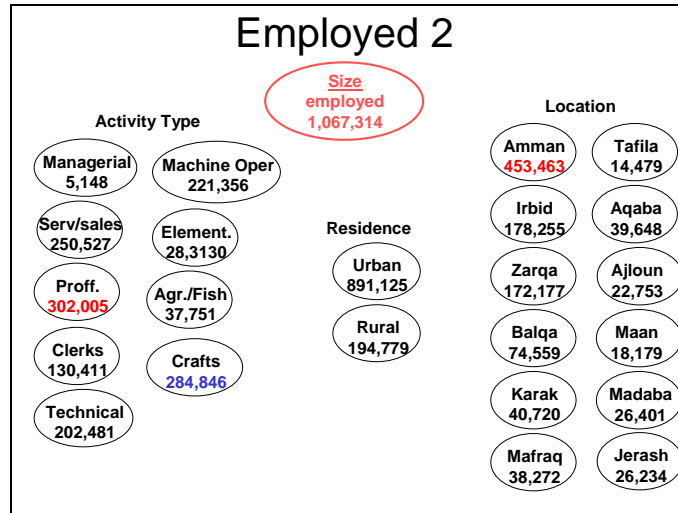
The following are the community segments that are researched under this study.

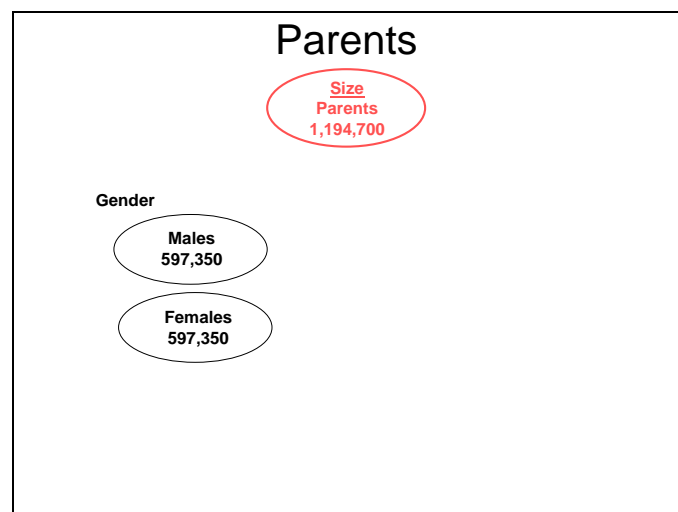
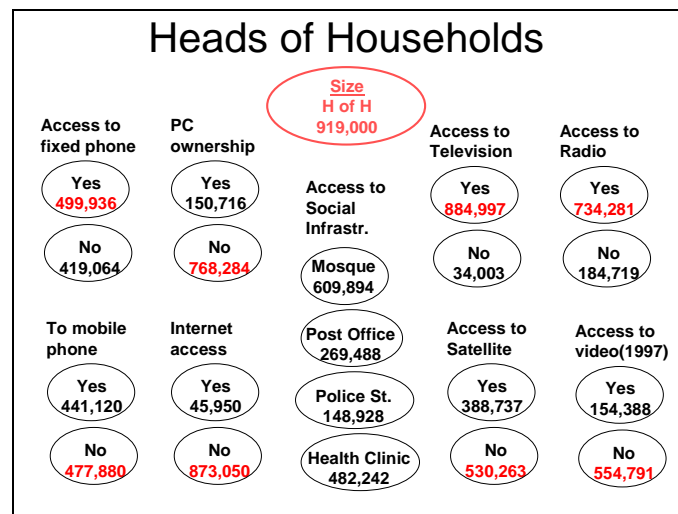
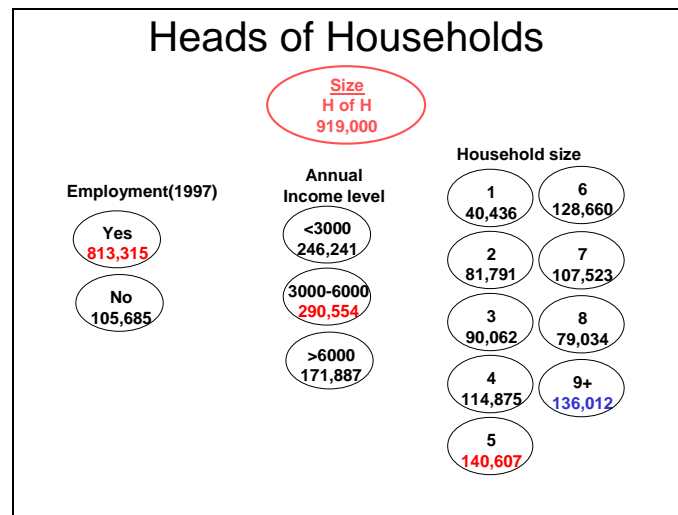
Segments :

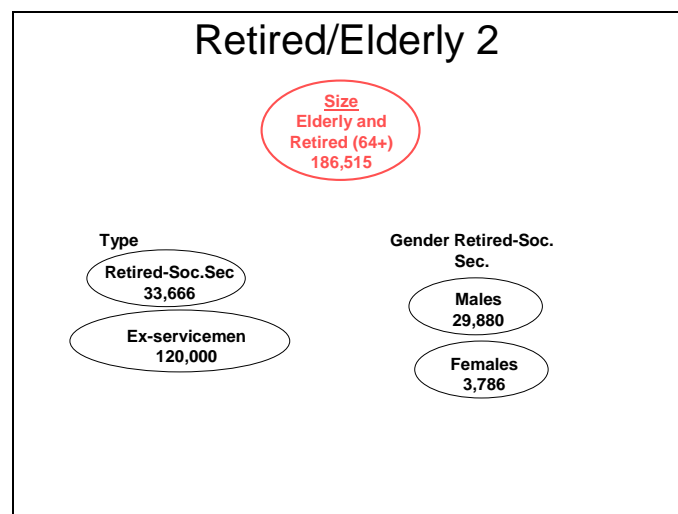
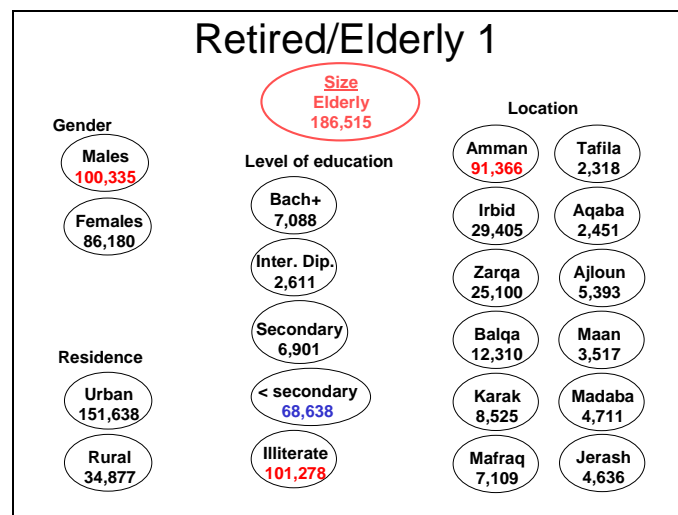
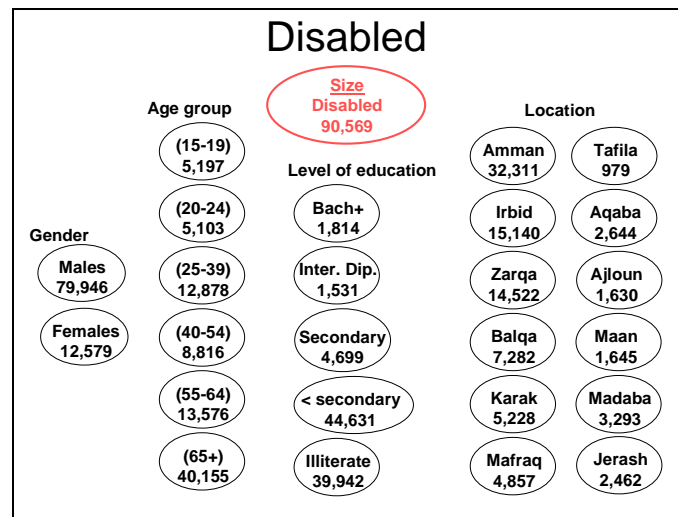
- 1 Unemployed
- 2 Employed
- 3 Not working nor looking for work - housemakers
- 4 Heads of households
- 5 Parents
- 6 Disabled
- 7 Elderly/retired
- 8 Students <k12
- 9 Students >k12
- 10 Teenagers
- 11 Youth 20-25 years
- 12 Young entrepreneurs 25-39 years
- 13 Informal SMEs
- 14 University professors/teachers
- 15 School teachers
- 16 Doctors
- 17 Engineers
- 18 Architects
- 19 Lawyers
- 20 Artists
- 21 NGOs
- 22 Formal SMEs
- 23 Gov't organizations

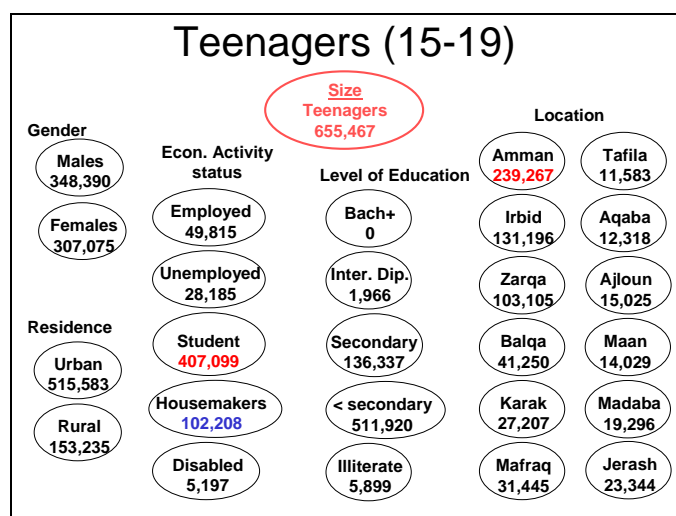
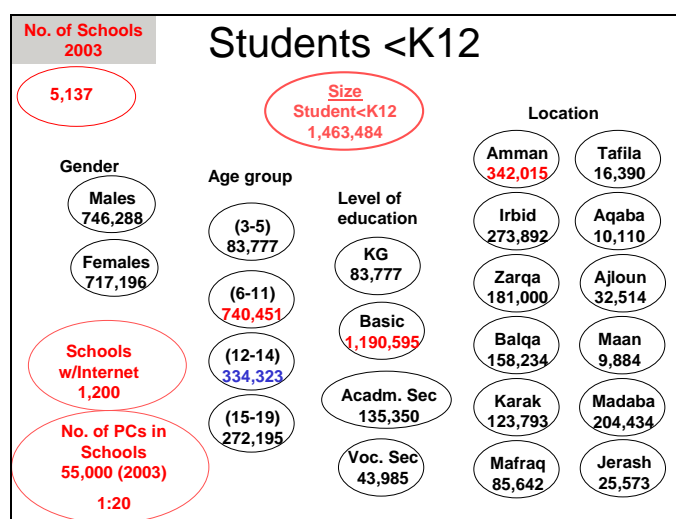
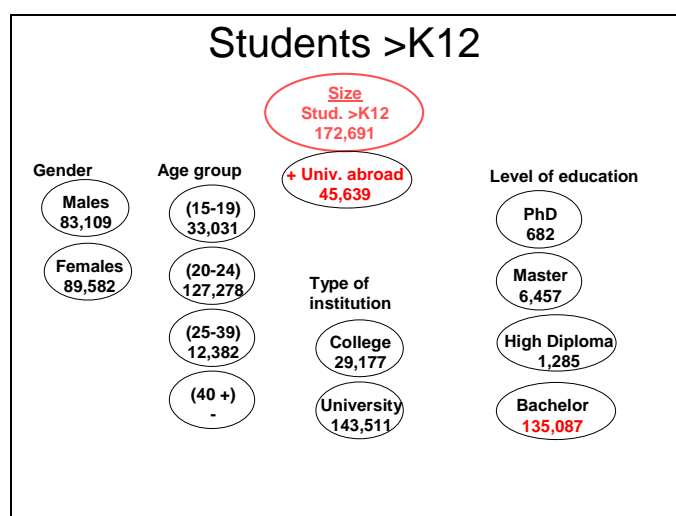
Following are the detailed information of each of the above listed segments. Please refer to Annex A for more details.

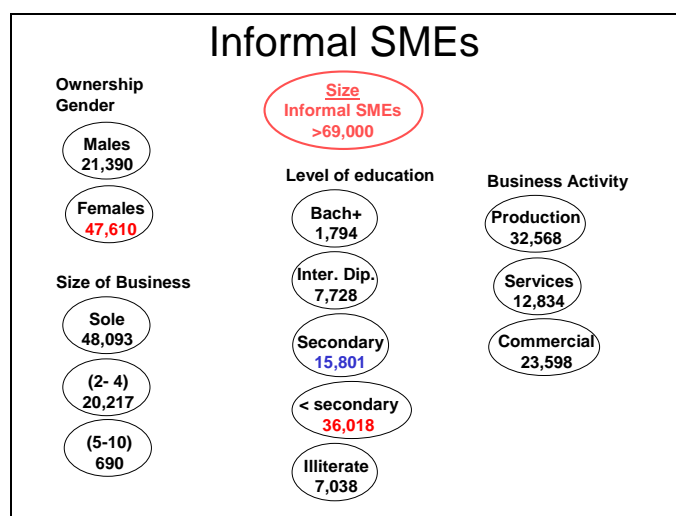
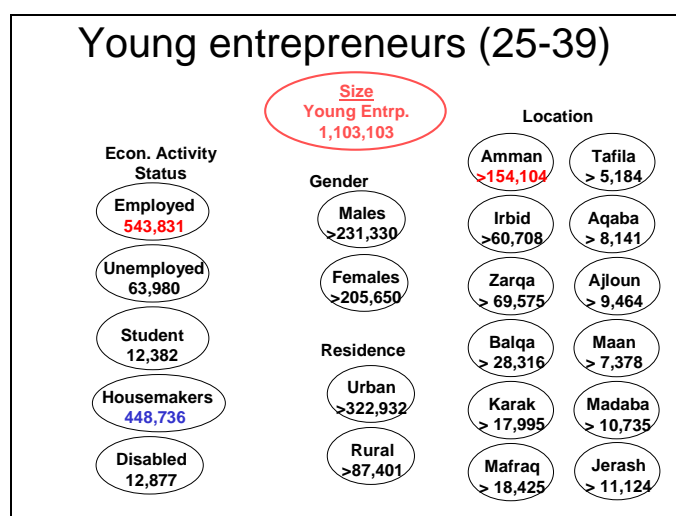
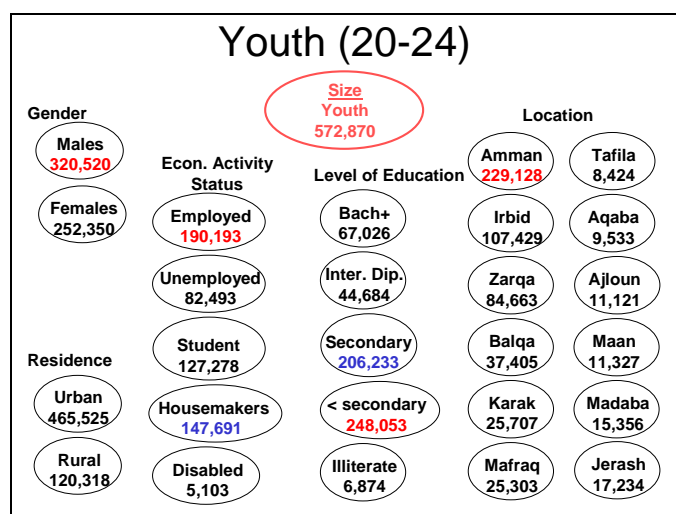


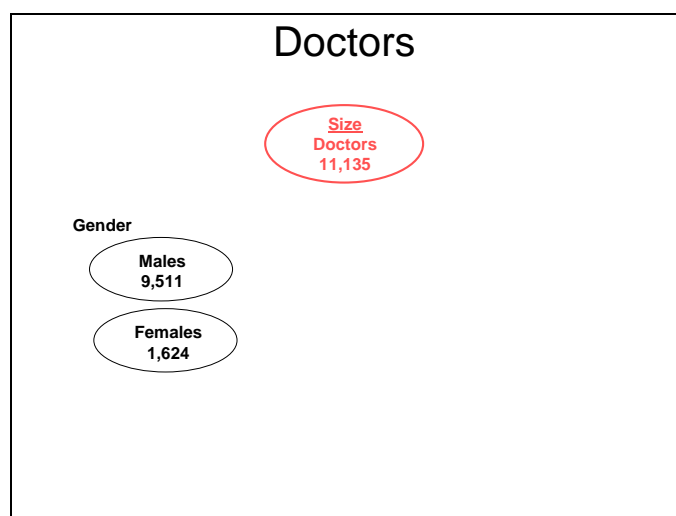
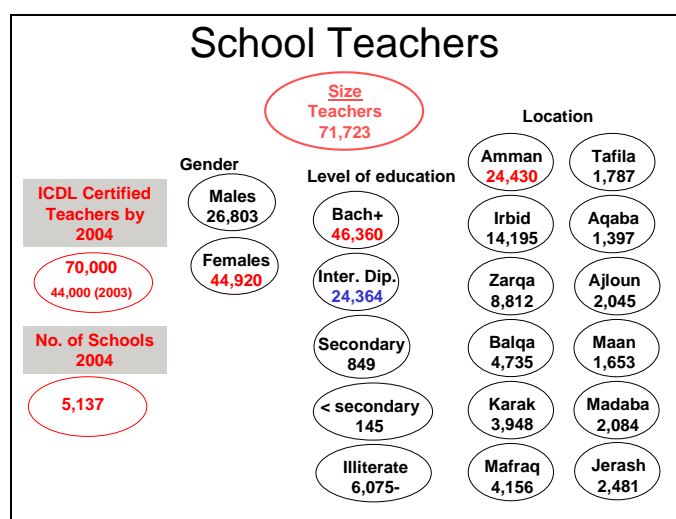
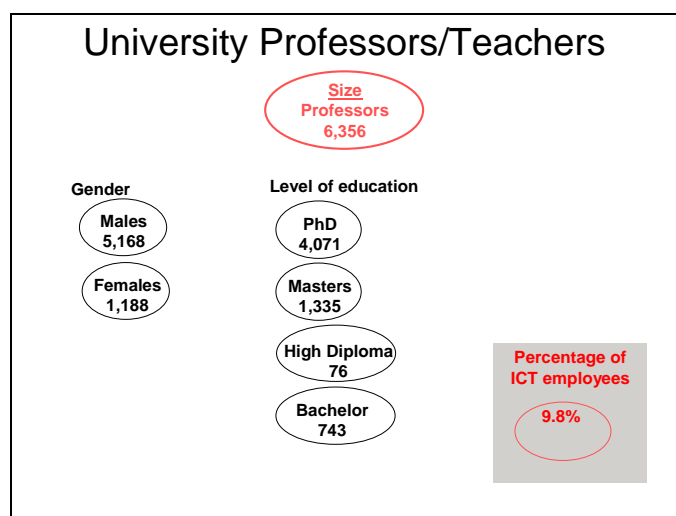


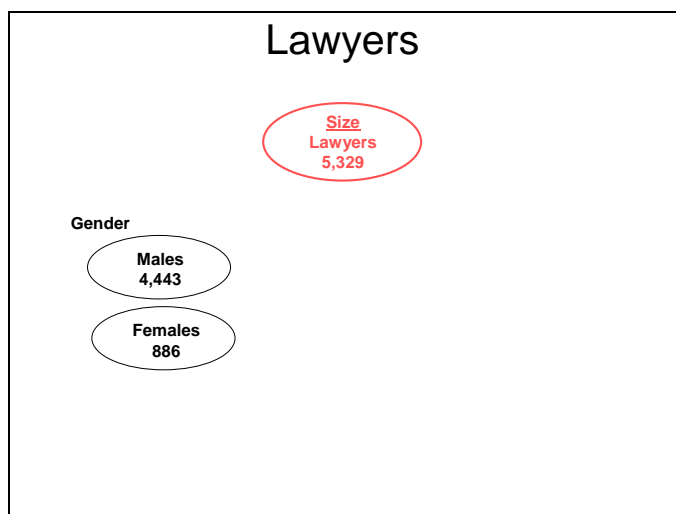
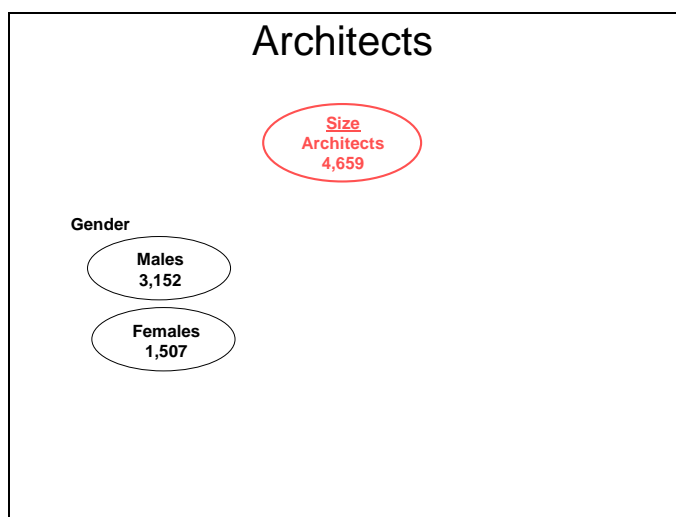
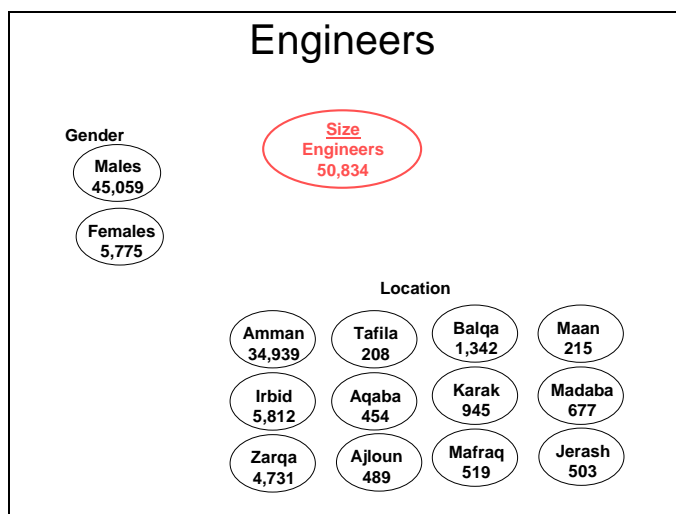




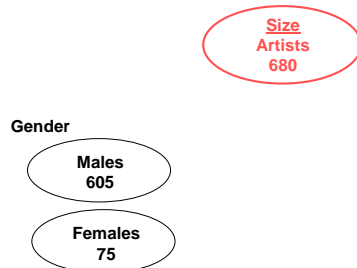




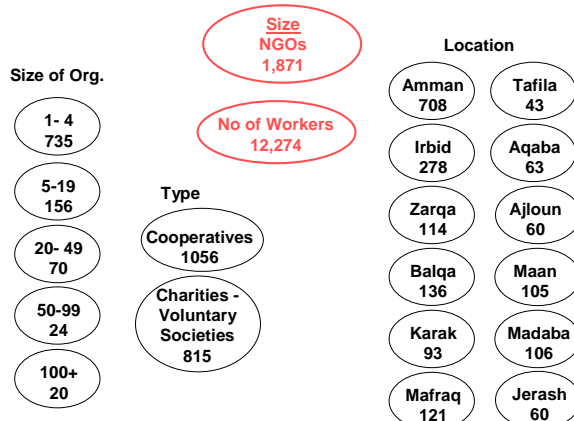




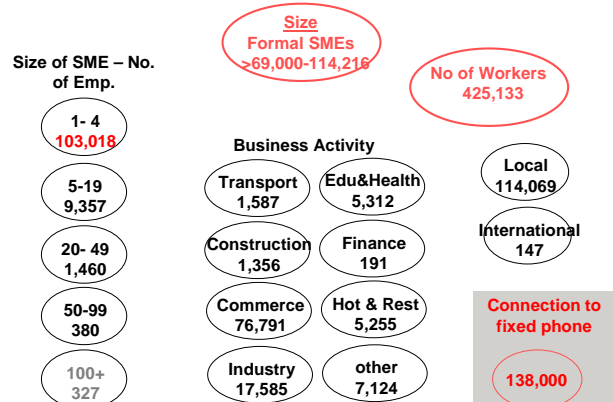
Artists

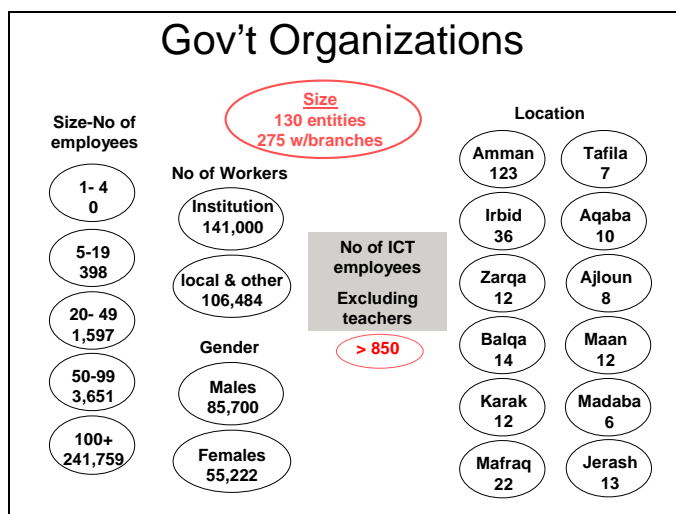


NGOs



Formal SMEs (<100 emp.)





4.2 Results and Highlights of the Focus Group Session

Theme 1: Potential Community Segments to Target

Objectives of theme:

List of possible community segments for the portal to target

- There were different tracks in this discussion; one of which advocated the idea that the portal should target specific segments, which would make the objectives and services of the portal more defined. Consequently, the impact of the target segments on society at large, their need for knowledge and their e-readiness rank high on the list of selection criteria.
- Another point of view was to address society as a whole, through leveraging existing services. This perspective considers targeting specific segments redundant and therefore finds no need for selection of particular segments. An example was given of targeting the family unit, which comprises of more than one segment.
- Another approach to segmentation was suggested which was to target organizations which could reach inexperienced communities, i.e. NGOs and CBOs which have direct relationship with the community and therefore can act as intermediaries. Therefore the portal would target early users of Internet, NGOs and CBOs.
- There were two opposing views regarding the following issue: There was a suggestion to eliminate segments which were already serviced by alternative portals, while on the opposing end, the idea should be to leverage the available infrastructure, which is already functioning and enhancing it.
- The following table shows the result of this selection process. More than one of the above segments were merged into one bigger segment.

Chosen Segments
Households/Families/Parents
Youth 15-25 Years (including K>12 Students, and Teenagers)
Unemployed - Chosen 2 times
Disabled

Entrepreneurs
SMEs / Informal and Formal
NGOs/CBOs

Theme 2: Selection CriteriaObjectives of theme:

List of possible criteria to be used for selecting the targeted segments of the Portal.

Weight of each criteria out of 100% in terms of its importance and effect

- The following was the chosen criteria, whereby each one was given a certain weight based on the frequency and ranking that were assigned to it by all the participants.

Table 1: Selection criteria weighting

Criterion	No of times selected	Ranked in position	Weight
Impact on other community segments	8	3	25%
Knowledge Demand	7	6	20%
Potential e-readiness of the segment -Inclination of the segment towards using the Internet/technology	7	4	15%
Size of the segment (Number of Persons/Entities served by the portal)	5	2	10%
Inclination to form social groups	2	2	10%
Knowledge Supply	1	-	5%
Level of social/physical Exclusion	1	-	5%
Need to use portal for improving one's economic situation (locating economic/ bartering opportunities)	3	-	5%
Segment effect on the commercial viability of the portal	1	-	5%

- E-readiness and demand for knowledge gained consensus as important criteria for community selection. The example of youth was given as an “e-ready” segment which is hungry for services.

Theme 3: Segment Selection and PrioritizationObjectives of theme:

Applying the selection criteria to each potential segment and giving it a rate from 1(lowest) to 5 (highest)

Calculating the total mark of each segment

Choosing the top five segments for further discussion

Selection of the segments depended on applying the above selection criteria to each potential segment and giving it a rate from 1(lowest) to 5 (highest). The total mark for each segment was to be calculated by multiplying the given rate by the weight of the criterion then adding up to a total, which was comparable among the segments. Due to shortage of time, this process was not conducted, instead another method of selecting the

segments was applied which was by asking the participants of the focus group to recommend at least two which thought should be prioritized.

Households/ Families/ and Parents is the segment to be targeted first.

The results were as follows:

Table 2: Segments selected by focus group participants and number of times of selection

Chosen/Merged Segments	No. of times selected
Households/Families/Parents	8
Youth 15-25 Years (including K>12 Students, and Teenagers)	5
Unemployed - Chosen 2 times	2
Disabled	2
Entrepreneurs	2
SMEs / Informal and Formal	1
NGOs/CBOs	1

Theme 4: Success Factors of the Community Portal.

- Part of this discussion revolved around the objectives of the portal
 - The objective of the portal would be to reach inexperienced communities, i.e. early adopters of technology.
 - The portal should be considered as a project with a predefined duration. It should be a catalyst for the community to independently access and use Internet portals. A measurable goal should be defined and the portal should facilitate achieving that goal. In this case, the portal is seen as a means to an end.
- Management and sustainability of the portal was another issue under discussion
 - The starting point should be a definition of the type of knowledge that is needed, and which in turn needs to be accessed by all computer and Internet users.
 - Two approaches to the implementation of the portal could be summarized:
 - The first one is to build new local content which would be customized to serve one or more segments. Consequently, depending on the success of the portal, more segments would be incorporated. In other words, the portal would be launched as a “pilot”, to be replicated if proven to be successful. The increment would be new content for new segments while using the same infrastructure.
 - The second approach would be to incorporate all existing portals already operating in Jordan and to combine them in one central portal, which would provide links to government, and business portals and other available types. In other words, the role of the community portal would be more of a facilitator than a doer. In this case, there is still a choice of including new content and tools, in which case the issue of what content to add and for whom becomes relevant.
 - The issue of sustainability was a main consideration throughout the discussion.

- Sustainability would depend on the targeted segments, in the sense that there should be a critical mass of users in order for the portal to be sustainable. The choice of segment would affect the level of acceptance of the portal by the community, therefore affecting its sustainability.
 - Sustainability would depend on the organization running the portal. The idea of commercial viability came highly recommended and a discussion went on about the type of organization which should run the portal. The options given were government, NGOs or the private sector. The type of organization would affect the sustainability of the portal. Motivation of the private sector would never be community development, though they may be interested in knowledge. Another view considered the interest of the private sector to be strictly profit.
- There was consensus on the need for developing clear objectives and indicators to measure the level of success of the portal.
- Some mentioned success factors were:
 - Critical mass was considered a success factor of the portal.
 - There is a need to attract a target audience.
- Suggested Services
 - “Family-Based information”, with a combination of services: education, entertainment, job placement, etc.
 - Services should not be the focus of this portal since businesses already take care of themselves. The portal should provide an infrastructure which combines all the services in the country and enhances them (p4).
 - Providing information services like the idea of i-village.
- Recommendations

Despite the fact that community portals in general have a non-commercial goal, this one under discussion should have a commercial aspect to maintain its sustainability. The private sector is more experienced than the government or NGOs in running businesses; therefore it is advised that they would be involved. On the other hand, any private sector organization should be given an incentive to run the portal. Moreover, complete control by a private sector organization over the portal would eventually lead to losing the development objective, i.e. the idea of the project in the first place.

Two options become available:

- The portal would be run by a public-private partnership, whereby a minimum amount of conditions would be put in place to maintain the development objective, while the rest would be left to the total liberty of the private organization.
- The portal would be run by MoICT, which would provide a minimum level of management, by providing the infrastructure to combine already existing community portals.

ANNEX A

DETAILED STATISTICS

			15-19
amman	0.118	2027685	239,267
balqa	0.118	349580	41,250
zarqa	0.123	838250	103,105
madaba	0.142	135890	19,296
irbid	0.138	950695	131,196
mafraq	0.128	245665	31,445
jerash	0.149	156675	23,345
ajloun	0.127	118305	15,025
karak	0.127	214225	27,207
tafila	0.143	81000	11,583
maan	0.135	103915	14,029
aqaba	0.115	107115	12,318
			669065.065
			20-24
amman	0.113	2027685	229,128
balqa	0.107	349580	37,405
zarqa	0.101	838250	84,663
madaba	0.113	135890	15,356
irbid	0.113	950695	107,429
mafraq	0.103	245665	25,303
jerash	0.11	156675	17,234
ajloun	0.094	118305	11,121
karak	0.12	214225	25,707
tafila	0.104	81000	8,424
maan	0.109	103915	11,327
aqaba	0.089	107115	9,533
			582,630
			25-29
amman	0.076	2027685	154,104
balqa	0.081	349580	28,316
zarqa	0.083	838250	69,575
madaba	0.079	135890	10,735
irbid	0.074	950695	70,351
mafraq	0.075	245665	18,425
jerash	0.071	156675	11,124
ajloun	0.08	118305	9,464
karak	0.084	214225	17,995
tafila	0.064	81000	5,184
maan	0.071	103915	7,378
aqaba	0.076	107115	8,141
			410,792

Community Portal Project - Environmental Scanning and Community Segmentation

			15-19
urban	0.123	4193923	515,853
rural	0.135	1135077	153,235
illiterate	0.009	655467	5,899
basic	0.781	655467	511,920
sec	0.208	655467	136,337
int	0.003	655467	1,966
bach +	0	655467	0
emp	0.076	655467	49,815
unemp	0.043	655467	28,185
ec inactive	0.881	655467	577,466
housema	0.177	577446	102,208
students	0.705	577446	407,099
disabled	0.009	577446	5,197
urban	0.111	4193923	465,525
rural	0.106	1135077	120,318
illiterate	0.012	572870	6,874
basic	0.433	572870	248,053
sec	0.36	572870	206,233
int	0.078	572870	44,684
bach +	0.117	572870	67,026
emp	0.332	572870	190,193
unemp	0.144	572870	82,493
ec inactive	0.524	572870	300,184
housema	0.492	300184	147,691
students	0.424	300184	127,278
disabled	0.017	300184	5,103
urban	0.077	4193923	322,932
rural	0.077	1135077	87,401

Community Portal Project - Environmental Scanning and Community Segmentation

The employed						Education						
amman	0.343	1322051	453,463			urban	0.332	2684111	891,125		AGE	
balqa	0.344	216740	74,559			rural	0.286	681046	194,779		15-19	655467
zarqa	0.325	529774	172,177			illiterate	0.077	341,408	26,288		20-24	572870
madaba	0.305	86562	26,401			<sec	0.309	1,796,535	555,129		25-39	1103105
irbid	0.3	594184	178,255			sec	0.251	596,635	149,755		40-54	538225
mafraq	0.27	141749	38,272			int	0.481	275,115	132,330		55-64	258460
jerash	0.28	93692	26,234			bach +	0.625	304,947	190,592		65+	186515
ajloun	0.274	71220	19,514			male	0.549	1733590	951,741			
karak	0.297	137104	40,720			female	0.088	1581050	139,132			
tafila	0.304	47628	14,479			Income						
maan	0.296	61414	18,179			<100	0.124	1067314	132,347			
aqaba	0.372	61163	22,753			100-299	0.76	1067314	811,159			

300-499	0.074	1067314	78,981
500+	0.042	1067314	44,827

governorate above 15

amman	2027685	0.652	1,322,051
balqa	349580	0.62	216,740
zarqa	838250	0.632	529,774
madaba	135890	0.637	86,562
irbid	950695	0.625	594,184
mafraq	245665	0.577	141,749
jerash	156675	0.598	93,692
ajloun	118305	0.602	71,220
karak	214225	0.64	137,104
tafila	81000	0.588	47,628
maan	103915	0.591	61,414
aqaba	107115	0.571	61,163

Community Portal Project - Environmental Scanning and Community Segmentation

			total										
emp	0.322	3314640	1,067,314				from >15						
unemp	0.057	3314640	188,934	pop	5329000		illiterate	0.103	3314640	341,408	urban		
ec inactive	0.621	3314640	2,058,391	0-4	-644810		<sec	0.542	3314640	1,796,535	rural		
housema	0.564	2058391	1,160,933	5 9	-708755		sec	0.18	3314640	596,635			
students>15	0.267	2058391	549,590	10 14	-660795	2014360	int	0.083	3314640	275,115	male		
disabled	0.044	2058391	90,569	>15	3314640		bach +	0.092	3314640	304,947	fem		
The unemployed	%	Pop	No.		%	Pop	No.						
amman	0.305	188,934	57,625	urban	0.053	2684111	142,258		Age	Pop	%	No.	
balqa	0.06	188,934	11,336	rural	0.069	681046	46,992		15-19	655467	0.043	28,185	
zarga	0.144	188,934	27,206	illiterate	0.017	188,934	3,212		20-24	572870	0.144	82,493	
madaba	0.029	188,934	5,479	basic	0.517	188,934	97,679		25-39	1103105	0.058	63,980	
irbid	0.213	188,934	40,243	sec	0.106	188,934	20,027		40-54	538225	0.026	13,994	
mafraq	0.056	188,934	10,580	int	0.118	188,934	22,294		55-64	258460	0.007	1,809	
jerash	0.035	188,934	6,613	bach +	0.242	188,934	45,722		65+	186515	0.001	187	
ajloun	0.026	188,934	4,912	male	0.085	1733590	147,355						
karak	0.065	188,934	12,281	female	0.028	1581050	44,269						
tafila	0.019	188,934	3,590										
maan	0.029	188,934	5,479										
aqaba	0.02	188,934	3,779										

Community Portal Project - Environmental Scanning and Community Segmentation

The employed				Education							
amman	0.343	1322051	453,463	urban	0.332	2684111	891,125	AGE			
balqa	0.344	216740	74,559	rural	0.286	681046	194,779	15-19	655467	0.076	49,815
zarga	0.325	529774	172,177	illiterate	0.077	341,408	26,288	20-24	572870	0.332	190,193
madaba	0.305	86562	26,401	<sec	0.309	1,796,535	555,129	25-39	1103105	0.493	543,831
irbid	0.3	594184	178,255	sec	0.251	596,635	149,755	40-54	538225	0.428	230,360
mafraq	0.27	141749	38,272	int	0.481	275,115	132,330	55-64	258460	0.209	54,018
jerash	0.28	93692	26,234	bach +	0.625	304,947	190,592	65+	186515	0.075	13,989
ajloun	0.274	71220	19,514	male	0.549	1733590	951,741				1,082,206
karak	0.297	137104	40,720	female	0.088	1581050	139,132				
tafila	0.304	47628	14,479	Income							
maan	0.296	61414	18,179	<100	0.124	1067314	132,347				
aqaba	0.372	61163	22,753	100-299	0.76	1067314	811,159				

300-499	0.074	1067314	78,981
500+	0.042	1067314	44,827

governorate above 15

amman	2027685	0.652	1,322,051
balqa	349580	0.62	216,740
zarga	838250	0.632	529,774
madaba	135890	0.637	86,562
irbid	950695	0.625	594,184
mafraq	245665	0.577	141,749
jerash	156675	0.598	93,692
ajloun	118305	0.602	71,220
karak	214225	0.64	137,104
tafila	81000	0.588	47,628
maan	103915	0.591	61,414
aqaba	107115	0.571	61,163

Community Portal Project - Environmental Scanning and Community Segmentation

House makers				ec inactive					ec inactive					
>15 total							>15 total							
amman	0.575	1322051	464,470	0.611	urban		2684111	0	0.615				total	ec inactive
balqa	0.579	216740	75,295	0.6	rural		681046	0	0.645	15-19	655467	0.177	102,212	0.881
zarqa	0.588	529774	194,069	0.623	illiterate	0.781	341,408	243,709	0.914	20-24	572870	0.492	147,690	0.524
madaba	0.476	86562	26,123	0.634	<sec	0.529	1,796,535	605,384	0.637	25-39	1103105	0.906	448,736	0.449
irbid	0.544	594184	205,901	0.637	sec	0.427	596,635	182,410	0.716	40-54	538225	0.85	249,790	0.546
mafraq	0.551	141749	51,470	0.659	int	0.873	275,115	102,795	0.428	55-64	258460	0.641	129,888	0.784
jerash	0.531	93692	31,890	0.641	bach +	0.555	304,947	40,280	0.238	65+	186515	0.48	82,723	0.924
ajloun	0.535	71220	25,186	0.661	male	0.09	1733590	57,104	0.366					
karak	0.549	137104	46,291	0.615	female	0.801	1581050	1,119,516	0.884					
tafila	0.528	47628	15,667	0.623										
maan	0.556	61414	21,273	0.623										
aqaba	0.648	61163	22,472	0.567										

Students		>15	total	ec inactive				>15	total	ec inactive					
amman	0.264	1322051	213,252	0.611	urban		2684111	0	0.615					total	ec inactive
balqa	0.249	216740	32,381	0.6	rural		681046	0	0.645	15-19	655467	0.705	407,114		0.881
zarqa	0.249	529774	82,182	0.623	illiterate	0	341,408	0	0.914	20-24	572870	0.424	127,278		0.524
madaba	0.32	86562	17,562	0.634	<sec	0.308	1,796,535	352,473	0.637	25-39	1103105	0.025	12,382		0.449
irbid	0.285	594184	107,871	0.637	sec	0.441	596,635	188,391	0.716	40-54	538225	0	0		0.546
mafraq	0.254	141749	23,727	0.659	int	0.028	275,115	3,297	0.428	55-64	258460	0	0		0.784
jerash	0.294	93692	17,657	0.641	bach +	0.089	304,947	6,459	0.238	65+	186515	0	0		0.924
ajloun	0.255	71220	12,004	0.661	male	0.461	1733590	292,502	0.366						
karak	0.276	137104	23,272	0.615	female	0.184	1581050	257,167	0.884						
tafila	0.306	47628	9,080	0.623											
maan	0.269	61414	10,292	0.623											
aqaba	0.224	61163	7,768	0.567											

Community Portal Project - Environmental Scanning and Community Segmentation

Disabled		>15	total	ec inactive			>15	total	ec inactive					
amman	0.04	1322051	32,311	0.611	urban		2684111	0	0.615				total	ec inactive
balqa	0.056	216740	7,282	0.6	rural		681046	0	0.645	15-19	655467	0.009	5,197	0.881
zarga	0.044	529774	14,522	0.623	illiterate	0.128	341,408	39,942	0.914	20-24	572870	0.017	5,103	0.524
madaba	0.06	86562	3,293	0.634	<sec	0.039	1,796,535	44,631	0.637	25-39	1103105	0.026	12,878	0.449
irbid	0.04	594184	15,140	0.637	sec	0.011	596,635	4,699	0.716	40-54	538225	0.03	8,816	0.546
mafraq	0.052	141749	4,857	0.659	int	0.013	275,115	1,531	0.428	55-64	258460	0.067	13,576	0.784
jerash	0.041	93692	2,462	0.641	bach +	0.025	304,947	1,814	0.238	65+	186515	0.233	40,155	0.924
ajloun	0.054	71220	2,542	0.661	male	0.126	1733590	79,946	0.366					
karak	0.062	137104	5,228	0.615	female	0.009	1581050	12,579	0.884					
tafila	0.033	47628	979	0.623										
maan	0.043	61414	1,645	0.623										
aqaba	0.047	61163	1,630	0.567										

ANNEX B

FOCUS GROUP SESSION PROTOCOL

Introduction - 5 minutes maximum

Thank you for joining us for this focus group session, and for being ready to share the responsibility of defining the framework of a Community Portal project for Jordanians.

This project is envisioned to serve a non-commercial goal, targeted at priority communities with the intention of contributing, along with other initiatives, to the development of a “Knowledge Society” in Jordan.

The “community portal” belongs to the category of public or Mega Internet portals, specifically to what is known as Industrial portals, vertical portals or vortals. The latter are focused on specific narrow audiences or communities. These portals are usually run by organizations, which seek to build an on-line audience.

The term: “Community portal” can be defined as “a website that aggregates content and services designed to uniquely appeal to a sub-segment of the Internet user population as a whole.”

Community portals worldwide are generally developed by municipalities, or community organization to be a medium for a bi-directional flow of information: i.e. portal to community and community to portal. In this incidence the organization is yet to be determined

In addition the portal has specific goals and objectives, targeted community segments, carry content (services and tools) applicable for the targeted segments, and good infrastructure and management. In this session we hope to define these for our Community Portal.

Why a Community Portal?

The Arab Human Development Report of 2003 painted a very bleak picture of the Arabic countries including Jordan vis-à-vis the main driver for human development in our current age – namely the Knowledge system, knowledge wealth and knowledge capital of a society. A mobilized well-organized, and well functioning knowledge system is reported to be the principle hope for incoming underdevelopment.

In order to set the basis and the mindset for our discussion of Jordan’s Community Portal it should be mentioned that this Portal should be viewed as a “development tool” to serve the community and mobilize its knowledge production, dissemination, and use.

The following excerpts that have direct relationship to the basis and foundations for our project the “Community Portal”: have been compiled from the Human

Development Report. They are meant to be the background for our thinking of the Community Portal's objectives, targeted communities, and services.

Knowledge Society – Production and dissemination of Knowledge, creation of a Knowledge Culture

- Knowledge society: is the knowledge and expertise of the society and not its material assets – raw material, financial or physical capital. Specifically the knowledge society is organized around the dissemination and production of knowledge and its efficient utilization in all societal activities: the economy, civil society, politics and private life, in a continuous quest to advance human development.
- In a knowledge society, societal institutions belonging to the knowledge system, either as producers or disseminators, are many and varied. The knowledge society guarantees a social context conducive to the vitality of the knowledge system. Eventually a “knowledge culture” evolves embodying values motivating the acquisition and use of knowledge. This culture is supported by effective societal incentives for disseminating and producing knowledge.
- The conversion of knowledge wealth to knowledge capital, and the efficient use of knowledge capital in producing new forms of knowledge, require two connected societal processes: 1) The dissemination of available knowledge 2) The production of new forms of knowledge in all fields such as natural science, arts, literature, social sciences, humanities, and all other societal activities. The efficiency of both activities rests on vigorous and efficient institutions and social processes.

Aspects of the Knowledge Society

- The societal context has a strong impact on the formation of knowledge system's wealth and capital, whether positively and negatively. This context includes the culture, socio-economics, political, and legal structures of the communities
- Culture embraces such aspects as cultural heritage, religion, and language, Socio-economic structure includes modes of production, income and wealth distribution, and the societal incentive systems associated with that structure.
- Demand for knowledge in the Arab World is low. This is one of the most serious restrictions on the production and diffusion of knowledge in society. This lack of demand curtails prospects for building knowledge societies in a country.
- Organizational context supporting the knowledge production, transfer, and mobilization – Example would be the Community Portal management institution.

Knowledge Exchange – Supply and Demand

- In a knowledge society, knowledge plays a paramount role in changing the occupations and life-styles of its citizens as the knowledge content of their daily lives intensifies steadily.
- Sources of demand for knowledge vary in every community. Families demand knowledge as a way to invest in their human capital of its members and to make social and economic decision within the family.
- The state and civil society, and business sectors, public as well as private, demand knowledge in order to perform their activities and functions.
- Detriments of the demand of knowledge can be the purchasing power (income level) especially as pertaining to PC/Internet access, as well as the characteristics and preferences of its potential users (decision makers in families, state, civil society institutions, etc.) among others.

Methodology of the session:

- 1- We should stick to time.
- 2- The following will be our agenda:

Theme 1: Potential community segments to target - 20 Minutes

Theme 2: Selection Criteria - 25 Minutes

Theme 3: Segment Selection and Prioritization - 25 Minutes

Theme 4: Success factors of the Community Portal. – 10 minutes

Potential Needs and Services of Priority Segments

Theme 1: Potential community segments to target - 20 Minutes

Objectives of theme:

- 1) List of possible community segments for the portal to target

Probes

- Present the proposed preliminary segmentation – Shown on Flip Chart
 - The Jordanian society may be mapped in a myriad of ways. The rationale behind the provided segmentation is based on the relationship of each segment to supply of knowledge production and demand for knowledge. This in turn defines different needs for information and services. Obviously the different segments overlap and are not meant to be mutually exclusive.
 - Present the statistics for each segment as in folder - Explain that we have proposed segments and tried to get information about them - Explain the indicators provided for each segment
 - Discuss the proposed segments
 - 1) What are other segments to include?
 - 2) Which segments to exclude? Merge?
-

Theme 2: Selection Criteria - 25 Minutes

Objectives of theme:

- 1) List of possible criteria to be used for selecting the targeted segments of the Portal
- 2) Weight of each criteria out of 100% in terms of its importance and effect

Probes

- Discuss the proposed criteria and explain use by giving examples of how segments will be measured against each criterion.

- Two broad issues were addressed while choosing the criteria:
 - Choosing the priority segments - defined as those segments which can be most serviced by the portal.
 - Choosing the segments that would most contribute to the success of the portal.
- 1) What are other criteria to include?
 - 2) Which criteria to exclude?

Theme 3: Segment Selection and Prioritization – 25 Minutes

Objectives of theme:

- 1) Applying the selection criteria to each potential segment and giving it a rate from 1(lowest) to 5 (highest)
- 2) Calculating the total mark of each segment
- 3) Choosing the top five segments for further discussion

Probes

- 1) Sources of demand for knowledge vary in every community. Families demand knowledge as a way to invest in their human capital of its members and to make social and economic decision within the family.
 - 2) The state and civil society, and business sectors, public as well as private, demand knowledge in order to perform their activities and functions.
 - 3) Detriments of the demand of knowledge can be the purchasing power (income level) especially as pertaining to PC/Internet access, as well as the characteristics and preferences of its potential users (decision makers in families, state, civil society institutions, etc.) among others.
-

Theme 4: Success factors of the Community Portal.

Potential Needs and Services of Priority Segments – 10 minutes

Objectives of theme:

- 1) List of main success factors for the Community Portal
- 2) List of potential services to be offered for the targeted segments

Probes

- 1- What are the factors that should be considered to ensure the success of the portal?
- 2- What general characteristics should the portal have in order for it to appeal to its target groups?
- 3- What services should it carry in view of the targeted community segments

Write down the main success factor for the Portal. ONE Factor per CARD.

Write down the main service per segment for the Portal to fulfill. ONE Segment and related Service per CARD.